

OVERVIEW AND SCRUTINY COMMITTEE

DATE OF MEETING: 17 NOVEMBER 2009

TITLE OF REPORT: PERFORMANCE MANAGEMENT REPORT – FIRST QUARTER

Report of: Corporate Director

Cabinet member: Councillor Ken Crookes, Use of Resources

I PURPOSE OF REPORT

I.1 To update Members on how the authority is currently performing in:

- I. Hart District Council Corporate Plan
 - a. Corporate Plan Implementation Programme
 - b. Organisational Development – Business Process Reengineering, partnership working with other Local Authorities, and outsourcing
- II. Budget monitoring (Revenue and Capital) Quarterly report (see elsewhere on the agenda)
- III. Relevant National and Local Performance Indicators (NIs, Pls)
- IV. Complaints/Compliments
- V. Risk Management

2 OFFICER RECOMMENDATION

2.1 RECOMMENDATIONS

- I. For all areas of concern highlighted in the report Members request either:
 - (a) Recommend to Cabinet where it is considered action is needed and an update report presented by the Portfolio Holder at the next appropriate Cabinet, and/or Overview and Scrutiny Committee (OSC)
 - (b) Recommend issue(s) which should be referred to the relevant Service Board and/or Performance Improvement Board (PIB) for action, and
 - (c) Where an issue is of high importance, request that the issue is escalated by Management Team
2. Where performance data is not supplied when requested, Portfolio Holders are asked to ensure that data is supplied in future quarters.
3. That Members continue to feedback to the Performance Improvement Officer any amendments or new information they wish to see included in the Corporate Performance Reports.

3 BACKGROUND

3.1 The Corporate Performance Reports are designed to ensure that performance is managed more effectively within the Council.

4 CURRENT POSITION

- 4.1 The table below provides a summary of this quarter's performance. The full reports are contained on the pages that follow.

| Data | Headlines |
|---|---|
| Corporate Plan Implementation Programme | The areas of highest risk are the provision of additional gypsy and traveller sites, and the delivery of new affordable housing in the district, both as part of sites where new market housing is being built and on exception sites in rural areas. Other areas which have fallen behind are in developing a culture of innovation and customer service, the outsourcing of our waste contract and the undertaking of annual user satisfaction surveys.. There are 105 actions in total identified as part of the implementation programme. 42 (40%) have been completed. 6 (6%) of the actions have not been achieved and 57 (54%) are currently underway. |
| Organisational Development | By November there were a total of 38 organisational development projects across the authority. 16 (42%) had been completed. 18 (47%) were underway and 4 (11%) had not commenced |
| Budget Monitoring | See paper elsewhere on the agenda |
| National and Local performance Indicators | The key performance indicators have been reviewed and reduced in number. In some cases new indicators have been developed which better measure satisfaction and the quality of the service delivered. The National Indicators have been added. |
| Complaints Management | During the second quarter 71% of complaints were responded to within target. An increase of 15% over the first quarter. During 2008/09 68% of all complaints were responded to within target (i.e. Within 10 working days)The areas where performance has been significantly below target are Leisure, Environmental Maintenance, and Planning |
| Risk Management | Two high risk items from the strategic risk register and operational risk registers. The risk relating to the delivery of Affordable Housing is partly due to the impact of the Special Protection Area for Birds and partly to the current economic climate. There remains a high risk of not meeting this objective. The second risk relates to the delivery of housing generally. With some sites now underway and others the subject on active negotiation there is a reasonable prospect that this will be mitigated. |

5 FINANCIAL IMPLICATIONS

- 5.1 No further implications apart from those outlined elsewhere in the report (contained within the comment sections for the General Fund and HRA). Each

material budget will continue to be monitored on a monthly basis and reported to Service Heads and Management Team.

6 MANAGEMENT OF RISK

6.1 Areas of risk are addressed within the attached appendices

7 EQUALITY AND DIVERSITY

The areas which give rise to the greatest concern over equality and diversity relate to the lack of delivery of appropriate levels of affordable housing for the more vulnerable groups in the district.

8 LINKS TO CORPORATE PRIORITIES

The Corporate Performance Report is central to all the priorities of the Council and the LAA targets, as a mechanism for monitoring progress towards achieving them.

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APPENDICES

- Appendix 1 Corporate Plan Implementation Programme
- Appendix 2 Organisational Development
- Appendix 3 National Indicators and Local Performance Indicators
- Appendix 4 Complaints Management
- Appendix 5 Risk Management

**HART DISTRICT COUNCIL
CORPORATE PLAN – IMPLEMENTATION PROGRAMME**

| | ACTION | TIMESCALE | PROGRESS | RESPONSIBILITY |
|--|--|--|--|------------------------------------|
| Corporate Plan Key Priority 1 - Enhancing the Environment | | | | |
| The Natural Environment | 1. Council owned / managed natural areas - put agreed management plans in place:- <ul style="list-style-type: none"> • Fleet Pond • Odiham Common | Spring 2010 | On target | HL + EP |
| | 2. Work with partners to improve management of other green spaces e.g. Hants Wildlife Trust, Basingstoke Canal. | Spring 2010 | On target | HL + EP |
| | 3. Establish Hitches Lane Country Park. <ul style="list-style-type: none"> • Secure commencement of market housing • Trigger completion of country park • Await conclusion of monitoring period • Accept transfer of the country park to HDC ownership | Summer 2010 Spring 2011 Spring 2012 Summer 2012 | On target On target On target On target | HL + EP/ HP/ Corporate Director |
| | 4. Green Space Strategy – including provision of new green spaces and improving links between existing open space (eg footpaths / cycle ways and identifying funding (possibly in partnership with Blackwater Valley authorities | 2010/2011 | On target | HP/ HL + EP |
| | 5. Policies in LDF to promote existing and enhance natural environment | Draft Core Strategy submission July 2010 | On target | HP |
| | 6. Continue to support Hampshire Wildlife Trust Leader+ bid for Eversley | Ongoing | Completed | HL + EP |

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|--|--|--|--|--|
| Environment & Planning | 1. Conservation Area Reviews. Develop and implement programme of reviews. | Ongoing | Ongoing Basingstoke Canal Area Conservation Review – Complete Crandall Review Started due for Completion March 2010. | HP |
| | 2. Preparation of Local Development Framework:- <ul style="list-style-type: none"> • Reflect Sustainable Community Strategy and Climate Change Strategy • Refresh SCS in light of Core Strategy • Revised LDS agreed by GOSE • Submission of Core Strategy • Decision on Area Action Plan for Fleet • Strengthen linkages with Parish Plans <ul style="list-style-type: none"> ○ Complete refresh of Dogmersfield PP ○ Agree way forward for Hartley Wintney PP ○ Agree progress of South Warnborough PP | Ongoing Summer 2010 February 2009 July 2010 November 2008 Spring 2010 March 2010 March 2010 | Ongoing On target Completed Now Summer 2010 Completed On target On target On target | HP Corporate Director HP HP Cabinet HP/C & PM HP/C & PM HP/C & PM |
| | 3. Review Operation of Planning Committee/Scheme of Delegation | By December 2009 | Draft in consultation | Corporate Director |
| Environmental Management | 1. Develop, adopt and manage the Climate Change Action Plan <ul style="list-style-type: none"> • 10% reduction by 2010 HDC energy consumption • Agree plan for adapting council service delivery • Agree methods to mitigate the impact of HDC activity | 2010 | On target | Corporate Director |
| | 2. Complete Contaminated Land Strategy risk assessments | Summer 2009 | Achieved | HP |
| Clean Streets and Public Spaces | Street Cleaning | | | |
| | 1. Service stays in house until 2011. Review opportunities to outsource as part of joint waste collection project. | 2011 | On target | Corporate Director/ HE & TS |
| | 2. Set service level which keeps Hart's streets in top quartile in country. | Ongoing | Achieved and ongoing | HE & TS |
| 3. Engage communities and parishes on maintaining cleaning standards and on "clean up" projects. | Ongoing | Achieved and ongoing | HE & TS | |

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|---------------------------------------|--|--------------------|--|--------------------|
| | Public Conveniences 1. Agree how service is to be provided, including evaluating a "Community Toilets" scheme. | Winter 2008/9 | 2 Conveniences transferred to parish council operation. Final one in progress. Community Toilet Scheme abandoned | HE + TS |
| | Implement CNEA agreed activities 1. Fly tipping 2. Graffiti 3. Flyposting 4. Business Litter | Autumn 2009 | Delayed by budget pressures. Cabinet report Dec 09 | HE + TS |
| Safe Streets and Public Spaces | 1. Maintain / enhance CCTV service working with partners. | 2009 | On target | C + PM |
| | 2. Secure partner funding and roll forward Community Safety Strategy & Action Plan (for 3 years). | Annual Ongoing | Achieved and ongoing | CSM |
| | 3. Maintain Hart as safest place in Hampshire – communicate and publicise. | Ongoing | Achieved and ongoing | CSM |
| Waste | General: 1. Continue supporting Project Integra | Ongoing | Ongoing | Corporate Director |
| | 2. Hart will provide kerbside collection of recyclables, residual and glass as a direct service until 2011. In the meantime: <ul style="list-style-type: none"> Costs will be contained at current levels per household Service reliability will be better than 0.6% missed bins | Ongoing Ongoing | Achieved Achieved (apart from snow period Feb 2009) | HE + TS HE + TS |
| | 3. Promote service excellence. | Ongoing | Targets set to reduce missed collections, improve customer satisfaction and make service more efficient. Customer Service Excellence Accreditation to be explored. | HE + TS |
| | 4. Maintain depot in workable condition with minimum investment. | Ongoing | Achieved and ongoing | HE + TS |

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|--|---|---------|--|---------|
| | Service Extensions: <ol style="list-style-type: none"> 1. Exploit opportunities to work with Project Integra to extend service – batteries, food waste etc. | Ongoing | Battery recycling scheme now in place. Food waste recycling being explored via Project Integra. | HE + TS |
|--|---|---------|--|---------|

| Corporate Plan Key Priority 2 - Affordable Housing | | | | |
|---|--|------------------------|--|------------------------------------|
| Meeting Diverse Needs | 1. To complete at least 100 Disabled Facilities Grants at a total value of at least £700k | April 2010 | Achieved | HH + CS |
| | 2. To identify potential additional gypsy and traveller pitch locations for the number of pitches required by the SE Plan | April 2010 | Delayed. Identification of site needed via LDF process | HH + CS / HP |
| | 3. Engage in at least 3 joint training initiatives with key partners | July 2009 | Achieved | HH + CS |
| New Housing | 1. To provide an average 80 new affordable homes per year <ul style="list-style-type: none"> • Hold Affordable Housing seminar to explore with partners all opportunities for increasing delivery of affordable housing | April 2010 Feb 2010 | Progressing slowly. Target unlikely to be met On target | HH + CS / HP Corporate Director |
| | 2. To provide at least 5 new tenancies per year by means other than new homes on S106 sites. | April 2009 | Achieved (10 new tenancies) | HH + CS |
| | 3. To provide at least 20 new affordable homes through the new initiative to buy new properties direct from the developers | April 2010 | No progress due to market situation | HH + CS |
| | | | | |
| Best Use of Existing Housing | 1. Bring at least two empty properties back into occupation annually. | April 2010 | On target | HH + CS |
| | 2. Inspect and ensure at least 20 Houses in Multiple Occupation comply with the relevant legislation annually. | April 2009 | Achieved | HH + CS |
| Rural Housing | 1. To provide on average one new Rural Exception Site per year, providing at least eight to ten new affordable homes. | April 2010 | Not likely to be achieved this year | HH + CS / HP |

| Corporate Plan – Maximum Efficiency & Effectiveness | | | | |
|--|---|--|---|--|
| Manage our Finances | 1. Satisfy at least 50% of Use of Resources Level 3 criteria | By March 2010 | On target but change of criteria means objective needs review | Management Team |
| | 2. Review and update the Medium Term Financial Strategy to include indicative 3 year top level revenue and capital budgets and movements in balances | Ongoing | Achieved | HF |
| | 3. Monitor spending and income against 2008/9 budget to understand risks and anomalies and achieve budget. | Ongoing | Achieved | Management Team |
| | 4. Budget 2009/10 agreed | February 2009 | Achieved | HF |
| | 5. Overheads - Understand and address overheads by looking at overhead costs separately from front line service controllable costs | October 2008 | Part of budget discussions | HF |
| | 6. Review/improve procurement practices | Autumn 2009 | Achieved – now part of HIOW procurement partnership | Leadership Team |
| Improve our Performance | 1. Set realistic but stretched targets against all indicators | Part of Service Plans – by March each year | By March each year | Chief Executive |
| | 2. Redefine the role of the Performance Improvement Board | Spring 2009 | Achieved | Chief Executive |
| | 3. Comprehensive Review of Performance Management System | October 2009 | Now November 2009 | Corporate Director |
| Foster Innovation in Service Delivery | 1. Embed contract for Revenues and Benefits | Ongoing | Achieved | HF |
| | 2. Continue to develop Shared Legal Service and related work | Ongoing | Completed | Chief Executive |
| | 3. Continue support for development of joint waste collection service with other Hampshire districts <ul style="list-style-type: none"> • Commitment in principle • Service start | December 2008 Spring 2011 | Project with 7 districts abandoned. Joint working with B'stoke being progressed. Contract start Sept 2011 | Corporate Director Corporate Director |

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|--|---|--|---|---|
| | 4. Investigate shared service provision with neighbouring councils on estates, health & safety, and other services | Ongoing | Ongoing. Section 151 and Health & Safety – achieved, Conservation, Estates, Env Health, Bldg Control and CCTV being pursued | Corporate Director |
| | 5. Develop a culture of innovation, customer service and customer care which increases our capacity to innovate, change and improve. | From July 2008 | Ongoing, but delayed by budget and Capita discussions | Chief Executive/ Corporate Directors |
| | 6. Undertake Business Process Re-engineering reviews in:- <ul style="list-style-type: none"> • Housing • Leisure • Car Parking | Autumn 2009 Winter 2009/10 Spring 2010 | Review completed, awaiting implementation Options appraisal complete, awaiting evaluation On target | Corporate Director/ Heads of Service |
| Information Technology | 1. Develop strategic approach to IT and business development as part of Strategic Partnership for central support services (see above) | See above | On target | Chief Executive |
| Equal Opportunity & Diversity | 1. Achieve Level 2 of Equality Standard | Spring 2009 | Achieved | Corporate Director |
| | 2. Review programme for achievement of Level 3 of Equality Standard | Spring 2009 | Autumn 2009 | Corporate Director |
| Manage Physical Assets | 1. Finalise Asset Management Strategy | November 2008 | Achieved January 2009 | Corporate Director |
| | 2. Depot stays in place until 2011 – minimise cost consistent with safety and maintaining reasonable working conditions | | On target | HE + TS |
| | 3. Civic Offices/Harlington Centre – develop future options linked to work on Fleet Centre. | Part of Fleet Centre work | Public Exhibition December 2009 | Corporate Director |
| | 4. Harlington Centre – assess impact of parishing decisions. Is there a better way to operate as a community facility (at lower cost?) | Autumn 2008 | Completed | Chief Executive/ HL + EP |
| | 5. Follow up opportunity for Discovery Centre with HCC | Spring 2009 | Achieved, further discussions ongoing | HL + EP |

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|--|--|---|--|--|
| | <p>6. Develop disposals programme for surplus land and property:-</p> <ul style="list-style-type: none"> • Resolve provision of estates service • Establish land terrier • Review disposal opportunities • Develop disposals programme | <p>September 2008 By April 2009 By April 2009 By April 2009</p> | <p>Autumn 2009 Completed In progress In progress</p> | <p>Leadership Team HE + TS Capital Board Capital Board</p> |
| | <p>7. Conduct tree survey on council owned land and implement recommendations</p> | <p>November 2008</p> | <p>Survey complete. Recommendations being implemented</p> | <p>HL + EP</p> |
| Develop Employees | <p>1. Review People Strategy and develop implementation programme, linked to equalities work</p> | <p>December 2009</p> | <p>On target</p> | <p>Corporate Director</p> |
| | <p>2. Recruitment and Retention:-</p> <ul style="list-style-type: none"> • Flexible Working Policy • Remote/Home Working Policy • Age Policy | <p>Sept 2008 Sept 2008 Sept 08</p> | <p>Achieved Achieved Achieved</p> | <p>HR Manager HR Manager HR Manager</p> |
| | <p>3. Performance and Development:-</p> <ul style="list-style-type: none"> • Develop management and leadership skills - Workshops • Appraisals (PDRs) completed for all relevant staff | <p>Ongoing Ongoing</p> | <p>Ongoing Achieved</p> | <p>HR Manager All managers</p> |
| Involve the Public | <p>1. Encourage greater public interest and engagement in the council and public services:-</p> <ul style="list-style-type: none"> • Local Democracy Week • Engagement with schools, clubs and societies to promulgate council's work | <p>October 2009 Ongoing</p> | <p>Achieved Achieved and ongoing</p> | <p>Dem.Services Mgr Dem.Services Mgr</p> |
| | <p>2. Develop Public Access and Engagement Policy, for both Hart Strategic Partnership and district council, including action plan and programme of measures to engage with hard to reach groups</p> | <p>By October 2009</p> | <p>December 2009</p> | <p>Leader/Chief Exec/ Hart Strat. P'ship</p> |
| | <p>3. Engage with Hampshire Insight Project as basis for understanding client groups within local population</p> | <p>Ongoing</p> | <p>Initial data now available</p> | <p>Chief Executive</p> |
| Consult and communicate with the Public | <p>1. Review Communication and Consultation Strategy</p> | <p>By October 2009</p> | <p>Ongoing</p> | <p>Leader/Chief Exec</p> |
| | <p>2. Continue use of Citizen's Panel</p> | <p>Ongoing</p> | <p>Achieved and ongoing</p> | <p>Management Team</p> |
| | <p>3. Develop measures to consult hard to reach groups (as part of Equalities Standard work)</p> | <p>Sept 2008</p> | <p>Range of measures in place. Now part of Public Access & Engagement Policy – see above</p> | <p>Corporate Director</p> |

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|---|--|-----------------|---|------------------------|
| | 4. Undertake annual User Satisfaction Surveys | Annual | Not proceeding in 2009 | Chief Executive |
| | 5. Continue to build effective two-way communication process with local press and media | Ongoing | Ongoing | Leader/Chief Exec |
| | 6. Consider scope for use of social networking websites as communication channel with public | By October 2009 | Working Group set up under Hart LSP | Chief Exec |
| Community Strategy | 1. Lead implementation of Hart LSP projects as appropriate | Ongoing | Ongoing | Leader/ Corp Dir |
| | 2. Document the Hart LSP projects in a place accessible by partners and the public (web?) | Ongoing | New LSP website being launched October 2009 | Corporate Director |
| Town & Parish Councils | 1. Set up Town and Parish Councils for Fleet, Church Crookham and Elvetham Heath | By March 2010 | On target | Chief Executive |
| | 2. Define which assets / responsibilities should be devolved to the new Fleet and CC Councils. | By March 2010 | Achieved | Chief Executive |
| | 3. Define support to be delivered to the new councils and appropriate charging process (i.e. address the overhead element currently in Fleet and CC special expenses.) | By March 2010 | On target | Chief Executive |
| | 4. Strengthen working relationships with parish and town councils | Ongoing | Ongoing | Management Team |
| Sharing Service Provision with neighbouring councils | 1. Continue to participate actively in Hampshire Improvement Board | Ongoing | Ongoing | Corporate Director |
| | 2. Set up a series of dialogues (Leader & Chief Exec) with neighbouring Councils to investigate opportunities for working together. (HCC, Rushmoor, Basingstoke, Surrey Heath, East Hants, Waverley) | Ongoing | All achieved except Surrey Heath | Leader/Chief Executive |
| Private sector | 1. Seek and develop opportunities for working in partnership with private sector operators | Ongoing | Ongoing | Chief Exec/Corp Dirs |
| Community Organisations | 1. Seek and develop opportunities for working in partnership with community organisations | Ongoing | Ongoing | Corporate Director |
| | <ul style="list-style-type: none"> Secure delivery of grantfinding service via HVA | Autumn 2009 | Completed | |

KEY TO ABBREVIATIONS:-

A + PM
C + PM
CSM
Dem Services Mgr
HE + TS

Audit & Performance Manager
Communities & Partnerships Manager
Community Safety Manager
Democratic Services Manager
Head of Environment & Technical Services

HF
HH + CS
HL + EP
HP
HR Manager

Head of Finance
Head of Housing & Customer Services
Head of Leisure & Environmental Promotion
Head of Planning
Human Resources Manager

Appendix 3 - Quarterly KPI Report - Q2 2009/10

Quarterly Key Performance Indicator Report

| | |
|---------|----|
| Red | 12 |
| Amber | 8 |
| Green | 49 |
| Unknown | 6 |

Communities & Partnerships

| KPI Description | KPI Code | Latest Notes | Best Result | Q2 | Q3 | Q4 | Q1 | Annual Target | Q2 2009/10 | Status | Short Trend | Long Trend | |
|--|----------|--|-----------------|---------------------------|---------|---------|---------|---------------|------------|--------|-------------|------------|-----------|
| | | | | 2008/09 | 2008/09 | 2008/09 | 2009/10 | | 2009/10 | | | | Value |
| % of partner satisfaction in community safety events (by Survey) | CS3g | Percentage based on survey | Aim to Maximise | New Indicator for 2009/10 | | | | 83% | 80% | 96.50% | Green | Improving | Improving |
| % of specified work completed as part of Crime Reduction and Environment Week (CREW) | CS3h | | Aim to Maximise | New Indicator for 2009/10 | | | | 92% | 90% | 93% | Green | Improving | Improving |
| Assessment of successful youth interventions | CS8 | Figure made up of - 3 ABC interventions - 7 referred to YISP (8-13 yrs) - 3 for the bike project, 5 for LIEF | Aim to Maximise | New Indicator for 2009/10 | | | | 491 | 1,000 | 521 | Amber | Improving | Improving |
| % of determined 'premises licence applications' issued within five working days | CSL17 | | Aim to Maximise | 100% | 100% | 100% | 100% | 100% | 100% | Green | No Change | No Change | |
| % of hackney carriage and private hire licences issued with 14 working days | CSL19 | | Aim to Maximise | 100% | 100% | 100% | 100% | 100% | 100% | Green | No Change | Improving | |

Corporate

| KPI Description | KPI Code | Latest Notes | Best Result | Q2 | Q3 | Q4 | Q1 | Annual Target | Q2 2009/10 | Status | Short Trend | Long Trend |
|--|----------|---|-----------------|---------|---------|---------|---------|---------------|------------|--------|---------------|---------------|
| | | | | 2008/09 | 2008/09 | 2008/09 | 2009/10 | | 2009/10 | | | |
| % of High Risk Audit Recommendations Implemented (formerly ALI1) | CP2 | JL201009 There were 2 high risk recommendations due for implementation in Q2, only 1 was implemented. The one which wasn't relates to payroll - Julie is doing the 09/10 audit at the moment, and will risk it up again | Aim to Maximise | 100% | 100% | 66% | 60% | 100% | 50% | Red | Getting Worse | Getting Worse |
| % uptime of Hart DC website | CP6 | | Aim to Maximise | 99.78% | 99.95% | 99.90% | 99.95% | 98% | 99.95% | Green | No Change | Improving |
| Percentage of Audit Plan completed during the year | PD1 | | Aim to Maximise | 49.70% | 100% | 88% | 25.60% | 95% | 50.60% | Red | Improving | Getting Worse |
| Percentage of Audits carried out within time allocation | PD2 | | Aim to Maximise | 100% | 83% | 87% | 100% | 100% | 83% | Red | Getting Worse | Getting Worse |
| % High risk audit recommendations not implemented, which are escalated | PD3 | | Aim to Maximise | 100% | 100% | 100% | 100% | 100% | 100% | Green | No Change | Improving |
| No. of Press Releases issued per month | PO1 | | Aim to Maximise | 9 | 7.33 | 10.67 | 8.67 | 6 | 6.33 | Green | Getting Worse | Getting Worse |

Customer Services (Capita)

| KPI Description | KPI Code | Latest Notes | Best Result | Q2 | Q3 | Q4 | Q1 | Annual Target | Q2 2009/10 | Status | Short Trend | Long Trend |
|---|-----------|--|-----------------|---------------|---------|---------|---------|---------------|------------|---------|---------------|------------|
| | | | | 2008/09 | 2008/09 | 2008/09 | 2009/10 | | 2009/10 | | | |
| % of telephone calls answered by Contact Centre in 15 seconds (was CC3) | CS-KPI-3a | | Aim to Maximise | 76.67% | 82.83% | 85.23% | 82.20% | 80% | 81.40% | Green | Getting Worse | Improving |
| % of calls to Contact Centre answered within 30 seconds (was CC4) | CS-KPI-3b | | Aim to Maximise | 81.13% | 86.74% | 89.37% | 86.80% | 85% | 86.10% | Green | Getting Worse | Improving |
| % Garden Waste invoices sent out accurately and on time | CS-KPI-4 | RM221009 New indicator to be reported once contact centre fully under Capita control | Aim to Maximise | New Indicator | | | | 99% | See Note | Unknown | | |

Democratic Services

| KPI Description | KPI Code | Latest Notes | Best Result | Q2 2008/09 | Q3 2008/09 | Q4 2008/09 | Q1 2009/10 | Annual Target 2009/10 | Q2 2009/10 | Status | Short Trend | Long Trend |
|---|----------|--------------|-----------------|------------|------------|------------|------------|-----------------------|------------|--------|-------------|------------|
| | | | | Value | Value | Value | Value | | Value | | | |
| % of Cabinet decisions produced within two working days of meetings | PD4 | | Aim to Maximise | 100% | 100% | 100% | 100% | 100% | 100% | Green | No Change | No Change |
| % of meetings (other than Cabinet) for which a draft copy of the Minutes is produced within 3 working days of a meeting | PD5 | | Aim to Maximise | 100% | 100% | 100% | 100% | 100% | 100% | Green | No Change | Improving |

Finance (Capita)

| KPI Description | KPI Code | Latest Notes | Best Result | Q2 2008/09 | Q3 2008/09 | Q4 2008/09 | Q1 2009/10 | Annual Target 2009/10 | Q2 2009/10 | Status | Short Trend | Long Trend |
|---|----------|---|-----------------|-----------------------------------|------------|------------|------------|-----------------------|-------------------|---------|-------------|------------|
| | | | | Value | Value | Value | Value | | Value | | | |
| % of invoices paid on time (old BVPI8) | FI-BV8 | | Aim to Maximise | 88.95% | 89.19% | 87.30% | 89.88% | 97.00% | 90.81% | Amber | Improving | Improving |
| Accounts closed within statutory deadline | FI-KPI-1 | Accounts approved by Audit Committee 22.9.09 and signed by statutory date | Aim to Maximise | Reported Annually | | | | Yes | Reported Annually | Green | No Change | No Change |
| Completion of Revenue and Capital Budgets on time | FI-KPI-2 | | Aim to Maximise | Reported Annually | | | | Yes | Reported Annually | Unknown | | |
| Provision of budget monitoring information on time | FI-KPI-3 | | Aim to Maximise | Reported Annually | | | | Yes | Reported Annually | Unknown | | |
| Number of non-trivial errors in statements of accounts | FI-KPI-4 | | Aim to Minimise | Reported Annually | | | | 5 | Reported Annually | Unknown | | |
| % of undisputed invoices received by Capita and paid promptly | FI-KPI-5 | | Aim to Maximise | New indicator starting Q2 2009/10 | | | | 98% | 100% | Green | | |

Housing

| KPI Description | KPI Code | Latest Notes | Best Result | Q2 2008/09 | Q3 2008/09 | Q4 2008/09 | Q1 2009/10 | Annual Target 2009/10 | Q2 2009/10 | Status | Short Trend | Long Trend |
|---|----------|--------------|-----------------|------------|------------|------------|------------|-----------------------|------------|--------|---------------|---------------|
| | | | | Value | Value | Value | Value | | Value | | | |
| Average time (in days) taken to decide whether to accept people as homeless | H1 | | Aim to Minimise | 20 | 22 | 13 | 19 | 21 | 19 | Green | Getting Worse | Getting Worse |
| No of new affordable shared ownership homes provided | H4a | | Aim to Maximise | 0 | 0 | 0 | 0 | 18 | 0 | Red | No Change | No Change |
| No of new affordable rented homes provided | H4b | | Aim to Maximise | 0 | 0 | 0 | 0 | 8 | 0 | Red | No Change | Getting Worse |
| The average length of stay for households in Heathlands Court (Weeks) | H5 | | Aim to Minimise | 30 | 28 | 27 | 22 | 30 | 26 | Green | Getting Worse | Improving |
| Preventing Homelessness - raw number of households where homelessness prevented | H7 | | Aim to Maximise | 55 | 58 | 43 | 38 | 144 | 63 | Green | Improving | Improving |
| % of private sector housing grant budgets actually spent (DFG) | H8 | | Aim to Maximise | 40% | 52% | 107.50% | 19% | 100% | 30% | Red | Improving | Getting Worse |
| No. of 'houses in multiple occupation' inspected | H11 | | Aim to Maximise | 7 | 12 | 6 | 3 | 10 | 6 | Green | Improving | Getting Worse |

Human Resources (Capita)

| KPI Description | KPI Code | Latest Notes | Best Result | Q2 2008/09 | Q3 2008/09 | Q4 2008/09 | Q1 2009/10 | Annual Target 2009/10 | Q2 2009/10 | Status | Short Trend | Long Trend |
|---|-----------|--------------|-----------------|-----------------------------------|------------|------------|------------|-----------------------|------------|--------|-------------|------------|
| | | | | Value | Value | Value | Value | | Value | | | |
| % contacts for basic HR enquiries and transactions resolved at first point of contact | HR-KPI-2a | | Aim to Maximise | New indicator starting Q2 2009/10 | | | | 80% | 99.20% | Green | | |
| % First point of contact and payroll queries resolved within 3 working days | HR-KPI-3 | | Aim to Maximise | New indicator starting Q2 2009/10 | | | | 95% | 100% | Green | | |
| % Complex HR queries resolved within 10 working days | HR-KPI-4 | | Aim to Maximise | New indicator starting Q2 2009/10 | | | | 95% | 100% | Green | | |

IT Services (Capita)

| KPI Description | KPI Code | Latest Notes | Best Result | Q2 | Q3 | Q4 | Q1 | Annual Target | Q2 2009/10 | Status | Short Trend | Long Trend |
|--|----------|--------------|-----------------|-----------------------------------|---------|---------|---------|---------------|------------|--------|---------------|---------------|
| | | | | 2008/09 | 2008/09 | 2008/09 | 2009/10 | | 2009/10 | | | |
| % registered controllable incidents resolved at first point of contact | IT-KPI-1 | | Aim to Maximise | New indicator starting Q2 2009/10 | | | | 60% | 33.33% | Red | | |
| % Priority 1 incidents fixed within 4 working hours | IT-KPI-2 | | Aim to Maximise | New indicator starting Q2 2009/10 | | | | 90% | 100% | Green | | |
| % Priority 2 incidents fixed within 8 working hours | IT-KPI-3 | | Aim to Maximise | New indicator starting Q2 2009/10 | | | | 90% | 100% | Green | | |
| % Priority 3 incidents fixed within 5 working days | IT-KPI-4 | | Aim to Maximise | New indicator starting Q2 2009/10 | | | | 85% | 96.67% | Green | | |
| % uptime of key systems | IT-KPI-5 | | Aim to Maximise | 99.76% | 99.70% | 99.87% | 99.88% | 99% | 99.64% | Green | Getting Worse | Getting Worse |

Leisure & Environmental Promotion

| KPI Description | KPI Code | Latest Notes | Best Result | Q2 | Q3 | Q4 | Q1 | Annual Target | Q2 2009/10 | Status | Short Trend | Long Trend |
|--|----------|---|-----------------|---------------------------|---------|---------|---------|---------------|------------|--------|---------------|---------------|
| | | | | 2008/09 | 2008/09 | 2008/09 | 2009/10 | | 2009/10 | | | |
| Utilisation of Community Centres as a % of availability | LE1 | | Aim to Maximise | 29.15% | 37.98% | 43.42% | 48.95% | 27% | 46.45% | Green | Getting Worse | Improving |
| Utilisation of leisure centres as a % of availability | LE3 | | Aim to Maximise | 48.51% | 54.55% | 54.85% | 52.17% | 51.25% | 51.34% | Green | Getting Worse | Getting Worse |
| Disabled under 60 age group visitors as a % of total visits | LE5 | | Aim to Maximise | 0.05% | 0.05% | 0.06% | 0.02% | 0.09% | 0.05% | Red | Improving | Getting Worse |
| % good or better rating from opinion meters in Hart Leisure Centre | LE6a | RM031109 HLC 445 good or better ratings /777 total ratings | Aim to Maximise | No data for this range | | | | 68% | 57.27% | Red | | |
| % good or better rating from opinion meters in Frogmore Leisure Centre | LE6b | RM031109 FLC 453 good or better / 640 total ratings | Aim to Maximise | No data for this range | | | | 68% | 70.78% | Green | Improving | Improving |
| % of strategic countryside sites with accredited management plan | LE9 | CW230409 Plans for Hazeley Heath and Fleet Pond are complete. Plan for Odiham Common is in active development | Aim to Maximise | Not measured for Quarters | | | | 62.60% | 53.15% | Green | Improving | Improving |

| Planning & Environmental Regulation | | | | | | | | | | | | |
|---|------------------|--|-----------------|---------------------------|---------|---------|---------|---------------|------------|---------|---------------|---------------|
| KPI Description | KPI Code | Latest Notes | Best Result | Q2 | Q3 | Q4 | Q1 | Annual Target | Q2 2009/10 | Status | Short Trend | Long Trend |
| | | | | 2008/09 | 2008/09 | 2008/09 | 2009/10 | | 2009/10 | | | |
| % of food safety inspection that should have been carried out that were carried out for high risk premises | EH1 | | Aim to Maximise | 100% | 100% | 100% | 97.14% | 100% | 98.90% | Amber | Improving | Improving |
| % Unfit food complaints to be responded to within 1 working day. | EH3 | | Aim to Maximise | 100% | 100% | 100% | 100% | 100% | 100% | Green | No Change | Improving |
| % of Health & safety inspections that should have been carried out that were carried out for 'high risk' premises | EH7 | | Aim to Maximise | 100% | 100% | 88% | 62.70% | 100% | 91.60% | Amber | Improving | Improving |
| % serious accidents responded to within 1 working day | EH9 | | Aim to Maximise | 100% | 100% | 100% | 100% | 100% | 75% | Red | Getting Worse | Getting Worse |
| % of infectious diseases complaints responded to within three working days | EH12 | | Aim to Maximise | 100% | 100% | 100% | 100% | 100% | 100% | Green | No Change | No Change |
| % of public health complaints responded to within 3 working days. | EH13 | | Aim to Maximise | N/A | N/A | 0% | 50% | | 0% | Unknown | Improving | Getting Worse |
| % of animal welfare inspections undertaken within the period which were due for inspection | EH16 | | Aim to Maximise | 100% | 100% | 100% | 100% | 100% | 100% | Green | No Change | No Change |
| % of Conservation Area applications (trees) determined within six weeks | PL1 | | Aim to Maximise | 78% | 92% | 97.20% | 96% | 100% | 96.40% | Amber | Improving | Improving |
| Percentage of Tree Preservation applications determined within eight weeks | PL2 | | Aim to Maximise | 96% | 96.60% | 100% | 100% | 85% | 95.50% | Green | Getting Worse | Getting Worse |
| % of Planning enforcement cases dealt with in 8 weeks | PL5 | | Aim to Maximise | 79.80% | 75% | 70.80% | 70.20% | 85% | 77% | Amber | Improving | Improving |
| % of Building Control plans checked within 21 days of receipt | PL7 | | Aim to Maximise | New indicator for 2009/10 | | | 100% | 90% | 88.30% | Amber | Getting Worse | Getting Worse |
| % Building Control site visits which take place on the day requested | PL8 | | Aim to Maximise | New indicator for 2009/10 | | | 100% | 100% | 100% | Green | No Change | No Change |
| % of standard searches carried out within 5 working days | PL9 | | Aim to Maximise | New indicator for 2009/10 | | | 100% | 100% | 92.38% | Amber | Getting Worse | Getting Worse |
| % Planning appeals where the council were successful | PL10 | Q1 8 Planning appeals (4 won) Q2 8 planning appeals (won4) 1 Household (1 won) 1 Listed Building appeal (0 won) | Aim to Maximise | New indicator for 2009/10 | | | 50% | 50% | 50.00% | Green | No Change | No Change |
| Processing of planning applications: Minor applications | NI 157b (BV109b) | | Aim to Maximise | 75.70% | 63.60% | 50.00% | 60.70% | 65.00% | 42.90% | Red | Getting Worse | Getting Worse |
| Processing of planning applications: Other applications | NI 157c (BV109c) | | Aim to Maximise | 90.70% | 88.10% | 81.80% | 87.50% | 80.00% | 90.70% | Green | Improving | Improving |
| Processing of planning applications: Major applications | NI 157a (BV109a) | | Aim to Maximise | 50.00% | 66.60% | 0.00% | 78.60% | 60.00% | 87.50% | Green | Improving | Improving |

Revenues and Benefits (Capita)

| KPI Description | KPI Code | Latest Notes | Best Result | Q2 | Q3 | Q4 | Q1 | Annual Target | Q2 2009/10 | Status | Short Trend | Long Trend |
|--|----------|---|-----------------|---------|---------|---------|---------|---------------|---------------|------------|---------------|---------------|
| | | | | 2008/09 | 2008/09 | 2008/09 | 2009/10 | | 2009/10 | | | |
| | | | | Value | Value | Value | Value | 2009/10 | Value | | | |
| % of Council Tax collected | RB-BV9 | Cumulative | Aim to Maximise | 60.50% | 79.75% | 98.20% | 30.72% | 98.00% | 59.45% | Green | Improving | Getting Worse |
| Percentage of Non-domestic Rates Collected | RB-BV10 | LM221009 Q2 2008/09 was 60.46%. N.B. Indicator is cumulative | Aim to Maximise | 59.40% | 79.20% | 98.30% | 34.58% | 98.50% | 61.25% | Green | Improving | Getting Worse |
| % of benefit assessments calculated correctly (new and change in circumstances) | RB-F1 | An exceptional performance this quarter with one month July resulting in 100% of the cases checked being correct | Aim to Maximise | 88.53 | 88.37 | 95.36 | 92.96 | 95 | 98.03 | Green | Improving | Improving |
| % of new benefit claims decided within 14 days | RB-F2 | LM221009 The basis for calculating this indicator is no longer valid. The DWP changed the classification of New Claims which had the effect of taking changes of address (which need a minimum of additional information and were always dealt with in 14 days) out of this classification, therefore making it much harder to reach this target. Even taking this into account, the percentage is continually improving. | Aim to Maximise | 85.79 | 88.06 | 84.1 | 76.5 | 90 | 81.91 | Red | Improving | Getting Worse |
| % of new claims outstanding after 50 days | RB-F3 | | Aim to Minimise | 7.69% | 4.56% | 6.34% | 0% | 0% | 0% | Green | No Change | Improving |
| % of council tax collected electronically (DD + Internet) | RB-F11 | LM221009 The 81.42% is the year to date figure. | Aim to Maximise | 81.20% | 81.69% | 81.30% | 80.25% | 80% | 81.42% | Green | Improving | Improving |
| The number of changes of circumstances which affect customers' HB/CTB entitlement within the year. | NI 180 | This is based on local information not the published government data. The government data is unreliable and the dates for data extracts vary across the councils in our group making comparisons impossible. No judgments should be applied to this measure until national data | Aim to Maximise | 272 | 98 | 79 | 543 | | 283 | Unknown | Getting Worse | Improving |
| Time taken to process Housing Benefit/Council Tax Benefit new claims and change events | NI 181 | LM221009 New Claims Q1 = 24.06 Q2 = 19.28 Changes of Circumstances Q1 = 7.83 Q2 = 6.96 | Aim to Minimise | 11.6 | 10 | 7 | 10.4 | 14 | 9.2 | Green | | |

Technical Services and Environmental Maintenance

| KPI Description | KPI Code | Latest Notes | Best Result | Q2 | Q3 | Q4 | Q1 | Annual Target | Q2 2009/10 | Status | Short Trend | Long Trend |
|---|--------------|---|-----------------|---------|---------|---------|---------|---------------|----------------|--------|---------------|---------------|
| | | | | 2008/09 | 2008/09 | 2008/09 | 2009/10 | | 2009/10 | | | |
| | | | | Value | Value | Value | Value | 2009/10 | Value | | | |
| % of Household Waste Composted | BV82b(i) | | Aim to Maximise | 7.00% | 6.42% | 4.46% | 7.66% | 6.00% | 7.00% | Green | Getting Worse | Improving |
| Cost of household waste collection | BV86 | | Aim to Minimise | £60.92 | £60.62 | £55.14 | £55.70 | £56.00 | £54.13 | Green | Improving | Getting Worse |
| No of traffic management schemes implemented | T8 | JE261009 - Number of schemes implemented at Oct 09 = 4. | Aim to Maximise | 6 | 3 | 1 | 3 | 6 | 8 | Green | Improving | Improving |
| Abandoned vehicles - % investigated within 24 hrs | T9 (BV218a) | | Aim to Maximise | 100.00% | 100.00% | 100.00% | 100.00% | 95.00% | 100.00% | Green | No Change | No Change |
| Abandoned Vehicles - % removed within 24 hours of required time | T10 (BV218b) | | Aim to Maximise | 100.00% | 100.00% | 100.00% | 100.00% | 75.00% | 100.00% | Green | No Change | No Change |
| Number of missed household waste collections per 100,000 collections | WLI1 | | Aim to Minimise | 551 | 53 | 6344 | 185 | 200 | 33 | Green | Improving | Improving |
| Percentage of missed bins collected within one working day of nominated day of collection | WLI2 | | Aim to Maximise | 53.21% | 100.00% | 1.08% | 96.42% | 97.00% | 100.00% | Green | Improving | Improving |

APPENDIX 4 COMPLAINTS - 2009/10 ANALYSIS

| Q1 April to June 2009 | C&P | Leisure | Env. Maintenance | E&T | R&B & Finance | Planning | Housing | Legal | Corporate* | Reg Svs | Stage Three | Total | Percentage |
|-------------------------------------|-----|---------|------------------|-----|---------------|----------|---------|-------|------------|---------|-------------|-------|------------|
| Number of Complaints | 0 | 12 | 29 | 10 | 2 | 5 | 1 | 1 | 0 | 2 | 2 | 64 | |
| Number Acknowledged within 24 hours | 0 | 8 | 18 | 9 | 1 | 5 | 0 | 1 | 0 | 2 | 1 | 45 | 70% |
| Number Responded to within 10 days | 0 | 10 | 18 | 6 | 0 | 0 | 0 | 0 | 0 | 0 | 2 | 36 | 56% |
| Not due | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | |

* Press Office

| Q2 July to September 2009 | C&P | Leisure | Env. Maintenance | E&T | R&B & Finance | Planning | Housing | Legal | Corporate* | Reg Svs | Stage Three | Total | Percentage |
|-------------------------------------|-----|---------|------------------|-----|---------------|----------|---------|-------|------------|---------|-------------|-------|------------|
| Number of Complaints | 1 | 22 | 45 | 14 | 1 | 4 | 1 | 0 | 0 | 7 | 6 | 101 | |
| Number Acknowledged within 24 hours | 1 | 16 | 23 | 11 | 1 | 4 | 1 | 0 | 0 | 7 | 5 | 69 | 68% |
| Number Responded to within 10 days | 0 | 16 | 36 | 13 | 1 | 2 | 0 | 0 | 0 | 3 | 1 | 72 | 71% |
| Not due | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | |

| Q3 October to December 2009 | C&P | Leisure | Env. Maintenance | E&T | R&B & Finance | Planning | Housing | Legal | Corporate* | Reg Svs | Stage Three | Total | Percentage |
|-------------------------------------|-----|---------|------------------|-----|---------------|----------|---------|-------|------------|---------|-------------|-------|------------|
| Number of Complaints | | | | | | | | | | | | 0 | |
| Number Acknowledged within 24 hours | | | | | | | | | | | | 0 | #DIV/0! |
| Number Responded to within 10 days | | | | | | | | | | | | 0 | #DIV/0! |
| Not due | | | | | | | | | | | | 0 | |

| Q4 January to March 2010 | C&P | Leisure | Env. Maintenance | E&T | R&B & Finance | Planning | Housing | Legal | Corporate* | Reg Svs | Stage Three | Total | Percentage |
|-------------------------------------|-----|---------|------------------|-----|---------------|----------|---------|-------|------------|---------|-------------|-------|------------|
| Number of Complaints | | | | | | | | | | | | 0 | |
| Number Acknowledged within 24 hours | | | | | | | | | | | | 0 | #DIV/0! |
| Number Responded to within 10 days | | | | | | | | | | | | 0 | #DIV/0! |
| Not due | | | | | | | | | | | | 0 | |

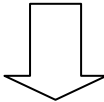
| 2009/10 Year to Date | C&P | Leisure | Env. Maintenance | E&T | R&B & Finance | Planning | Housing | Legal | Corporate* | Reg Svs | Stage Three | Total | Percentage |
|-------------------------------------|-----|---------|------------------|-----|---------------|----------|---------|-------|------------|---------|-------------|-------|------------|
| Number of Complaints | 1 | 34 | 74 | 24 | 3 | 9 | 2 | 1 | 0 | 9 | 8 | 165 | |
| Number Acknowledged within 24 hours | 1 | 24 | 41 | 20 | 2 | 9 | 1 | 1 | 0 | 9 | 6 | 114 | 69% |
| Number Responded to within 10 days | 0 | 26 | 54 | 19 | 1 | 2 | 0 | 0 | 0 | 3 | 3 | 108 | 65% |
| Not due | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | |

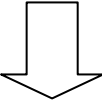
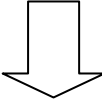
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| 2008/09 Year to Date | C&P | Leisure | Env. Maintenance | E&T | R&B & Finance | Planning | Housing | Legal | Corporate* | Reg Svs | Stage Three | Total | Percentage |
|-------------------------------------|-----|---------|------------------|-----|---------------|----------|---------|-------|------------|---------|-------------|-------|------------|
| Number of Complaints | 3 | 219 | 274 | 80 | 25 | 28 | 22 | 0 | 5 | 9 | 6 | 671 | |
| Number Acknowledged within 24 hours | 2 | 99 | 182 | 73 | 23 | 22 | 16 | 0 | 5 | 5 | 4 | 431 | 64% |
| Number Responded to within 10 days | 1 | 158 | 202 | 59 | 8 | 10 | 11 | 0 | 4 | 4 | 1 | 458 | 68% |
| Not due | 0 | 6 | 13 | 1 | 0 | 1 | 1 | 0 | 0 | 0 | 1 | 23 | |

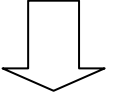
RISK REGISTER UPDATE (June2009 – Sept 2009)

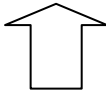
Strategic Risk Register

| Risk | Potential Effect | Next Review Date | Internal Controls/ Mitigation | Alert Level | Movement |
|---|---|------------------|--|--|---|
| Provision of Affordable Homes | Unable to deliver target for the provision of affordable homes | Nov 09 | <ul style="list-style-type: none"> • Close liaison with Planning • Assess impact on Housing Register • Identify alternative means of supply • Hitches Lane Development now started • Campbell Close application due June 09 • Working with Parish Councils to identify new sites | Red Impact Significant Likelihood Very High | _____ |
| Lack of Financial Resources and Impact of Recession on Budget | Impact on delivery of services Some savings targets for 09/10 are high risk and may be difficult to achieve | Nov 09 | <ul style="list-style-type: none"> • Corporate Plan to prioritise resources • Service Plans • Robust Budget Process for revenue and capital • MTFS linked to Corporate Plan • Budget Monitoring | Amber Impact Significant Likelihood High | _____ |
| Business Continuity | Service disruption Main issue now around interruption to provision of IT and the need for a Disaster Recovery Plan | Nov 09 | <ul style="list-style-type: none"> • Business Continuity Plan • Business Continuity Plan part tested • Monitoring of Swine Flu situation | Amber Impact Critical Likelihood Low |  |

| | | | | | |
|--|--|---------------|---|---|---|
| <p>Local Development Framework</p> <p>(LDF was adopted on 5.3.09, no longer considered to be a risk but review in Aug 09 before it is taken off the Risk Register)</p> | <p>Inability to progress Local Development Framework</p> | <p>Nov 09</p> | <ul style="list-style-type: none"> Local Development Steering Group Local Development Scheme reported to Cabinet 5th March 09 Planning Policy Team in place Use of Planning Advisory Service Liaison with GOSE Local Development Scheme was adopted in March | <p>Green</p> <p>Impact Significant</p> <p>Likelihood Low</p> |  |
| <p>Thames Basin Special Protection Area</p> | <p>Unable to resolve planning consent for Thames Basin Special Protection Area</p> | <p>Nov 09</p> | <ul style="list-style-type: none"> Options paper prepared for Cabinet to agree strategy Interim strategy adopted Jan 09 Work on-going with Wokingham DC | <p>Amber</p> <p>Impact Significant</p> <p>Likelihood Very Low</p> |  |
| <p>Outsourcing of Support Services</p> | <p>Risk that Outsourcing arrangements with Capita fails</p> | <p>Nov 09</p> | <ul style="list-style-type: none"> Due diligence process Risk Assessment to be considered as part of ongoing negotiations Preparation of a robust contract Clear roles and responsibilities agreed prior to contract being signed Now in transition period. Monitoring of progress | <p>Amber</p> <p>Impact Significant</p> <p>Likelihood Possible</p> | <hr data-bbox="1771 994 1917 997"/> |

Operational Risks (Red and High Amber Only)

| Risk | Potential Effect | Next Review Date | Internal Controls/ Mitigation | Alert Level | Movement |
|---|--|------------------|--|--|---|
| Unable to meet increased housing needs | Failure to meet housing targets resulting from green field releases of land for housing. | Nov 09 | <ul style="list-style-type: none"> • Close liaison with Planning • Assess impact on Housing Register • Identify alternative means of supply • Hitches Lane Development now started • Campbell Close development now started • Working with Parish Councils to identify new sites | Red Impact Significant Likelihood Very High | <hr/> <hr/> |
| Closure of one of the Gypsy Sites due to lease running out. | Unable to identify an alternative site. | Nov 09 | <ul style="list-style-type: none"> • Working with HCC to resolve | Amber Impact Significant Likelihood High | <hr/> |
| Resource to perform payroll function | Employees not paid accurately Roles and responsibilities not clearly defined. | Nov 09 | <ul style="list-style-type: none"> • Resource from HDC now in place | Amber Impact Significant Likelihood Significant |  |

| | | | | | |
|--------------------------------|--|--------|--|--|---|
| Hitches Lane Developer Issues | SI06 Contribution withheld Delay in affordable homes being built | Nov 09 | <ul style="list-style-type: none"> Work on site has now recommenced | <p>Amber</p> <p>Impact Significant</p> <p>Likelihood Significant</p> | _____ |
| Investment Income | Reduced interest rates during credit crunch. Potential adverse impact on investment income target Loss of investment due to bank collapse | Nov 09 | <ul style="list-style-type: none"> Spread investments Adhere to Treasury Management Policy Interest rates outside of the council's control are likely to reduce Daily monitoring of interest rates | <p>Amber</p> <p>Impact Critical</p> <p>Likelihood Significant</p> | _____ |
| Leisure income targets not met | Budget implications Reduced usage of leisure facilities due to credit crunch Savings proposals include break even for leisure income. Can this be achieved during recession. Frogmore and Hart Catering currently both under income target. | Nov 09 | <ul style="list-style-type: none"> Revised budget agreed Budget Monitoring | <p>Amber</p> <p>Impact Significant</p> <p>Likelihood Significant</p> |  |